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Mama Roz, Instant Fresh Fruit Juice: Blue or Red Ocean?

Hendrik Setiawan, a young entrepreneur in fresh fruit juice, was preparing for his presentation. He was going to meet potential clients in the next few days. He got various alternatives to promote Mama Roz, a new brand of fresh fruit juice, which displayed some signs of success. Mama Roz was considered as the most saleable fresh fruit juice product in top class supermarkets.

However, he was wondering whether it was appropriate to call his marketing strategy as the *blue ocean* strategy¹? His potential client would understand this new concept. And so, he had to be able to present strong evidence that his marketing strategy was indeed blue ocean strategy.

In front of him lies the ethnographic report from Reny Virniati and Nia Kurnianingsih, graduate students of MM Strategic Marketing, Binus Business School. From this report, Hendrik should summarize the evidence from the field, as a resourceful feedback for his marketing strategy.

The Juice Industry

Lately, especially the urban community increased the awareness of healthy life by consuming healthy food and beverages. But these people were so active and busy that they did not have much time to prepare fresh fruit juice every day.

There are plenty of ways to consume fruit, by eating them directly or by turning them into juice drink. But to make a juice drink, some time was needed, for preparing the fresh fruit, choosing the right composition of fruit, water, and sugar, etc. For those executives or professionals with such limited time, of course it will be very troublesome if they have to do that every day. It's easier for them just to consume a ready to serve and packaged juice drink.

With the real market needs as mentioned before, there were a lot of juice drink producer who sell their products in variety of types and flavors. The brands were also varied, local and import each with their own plusses. Some offer 100% pure fruit, with no preservative, sugar free, plus vitamin C or some offers the mix fruit with various flavor and combination of vitamins from many fruits or vegetables in one boxed packages, and so on. There are event juice drinks made from freshly squeezed fruits, which are put directly into its box, thereby convincing the consumer of the purity of the drink.

¹ Kim and Mauborgne 2005. Blue Ocean Strategy.

Basically, juice drink can be classified into two types, which are:

- *Long Shelf Life Juice*, under brands such as Berri, Welch's, Just Juice, Martinellis, Ocean Spray, Sunkist, Dewlands, Chabaa, Buavita, ABC, Country Choice dan Carrefour (local and import products, with concentrate materials), while the brand Happy Day, Ceres & Original as import products made from fresh fruits.

- *Fresh Juice*, juice drinks products, which have to be put into refrigerator. There are various brands such as: Marco, Jungle Juice, Berri with many categories: Frutang, Classics, Sunshine, Sunripe, Diamond, Nucleo, Pulp Orange and Love Juice.

In the competition of juice drink in Indonesia, there are some parameters that can be used:

- The price range varied greatly and very competitive between one brands with other brand. The price for *long shelf life juice and fresh juice* was varied. For one-liter product, prices range from Rp 10.000,- until Rp 18.000,-. For freshly squeezed juice, the price will be a bit more expensive and can reach up to Rp 30.000,-. But there are also smaller packages with more affordable prices.
- Packages. The packages for juice drink are mostly interesting or eye-catching. Many use transparent bottle, some use the tetra pack, or other. With bright and/or fresh colors for its outside appearance, the consumers will be interested to buy the product, because it arouses the desire to taste it. The size was varied, some are smaller with volume around 300 ml, 600 ml, 750 ml, 800 ml, one liter, and so on.
- Advertising and Promotion. From the brands in the market, there are only two brands that actively advertise and promote their products. Buavita, a brand that was just bought by the Unilever Indonesia Ltd, from Ultra Jaya Ltd (Milk Producer), was one of the brands that actively communicate with its consumers under the theme "Frutopia". The brand ambassadors for this campaign are Darius and Nirina, young and popular idols who are famous for their active healthy and sporty life. Some snippets of this can be seen on Exhibit 1.
- Distribution. Producers, of course, would like their products to be inside the shelves of outlets across Indonesia, so that their products are evenly distributed and "easy to get". The strategic step to even the market distribution becomes the choice of priorities of the producers in accordance to their production and financial capabilities. Most of the juice drink are sold and marketed through stores, mini markets, supermarkets, hotels, restaurants, cafe, or other retailers – food and beverages stalls, where potential consumers have to come and look, before buying the product if they want to consume one.

Mama Roz: Redefinition of Fruit Juice Market

Returning after he obtained his Master of Business Administration degree in the United States, one of the things Hendrik Setiawan observes was the opportunity to fill in the gap of fruit juice market. Comparing with the fruit juice consumption in the Uncle Sam, Indonesia still has small percentage of boxed fruit juice drinker, where as this was clearly a good and healthy habit.

According to Hendrik, there are two causes that makes boxed fruit juice market does not develop well. The first one was the misperception against this product, and the second one was the small number of producers who undertake serious steps to develop the market.

The Indonesian people still think that boxed food/beverage in the form of bottle or tetra pack, contain a lot of preservative. That the product was processed using advance technology, thus needs no preservative, was still largely not realized and unknown by them. The boxed fruit juice also suffers from this misperception. The impact was that consumers

only want to consume it occasionally. Consumers categorized the boxed juice as alternative for ready-to-drink beverage, not as the high nutrition beverage as substitute for fresh fruits.

This was what challenges Hendrik. It's not impossible to correct the misperception, said he to his friends from the club "Merek Indonesia" (Indonesian Brands) during their gathering for a seminar "Berpikir Merek" (Branded Thinking) at a cafe in Kemang, Jakarta. On that event, attended by brand experts and many small and medium business owners, Hendrik served up the Mama Roz Product as the opening drink and to introduce his product.

He believes that the market for boxed fruit juice was still wide open. It's only that in penetrating the market, a special approach was needed, a breakthrough approach. This will establish the market quickly, and correcting the misperception in the public.

With a strong intuition, a commitment and consistency, the entrepreneur Hendrik Setiawan strived to realize his brilliant idea in creating new market for juice drinks. After observing and analyzing the market for juice drink in Jakarta, he founded the Adelphi Trans Asia Indonesia Ltd, in 2004, by using the brand Mama Roz.

After it was launched on December 2004, Mama Roz provides service for a healthy lifestyle, with its monthly-pay service, which can be delivered to the places ordered by phone. Mama Roz does not only juice drink (tangible asset) but also relies heavily to its service (intangible asset).

With its headquarters in the Darmawangsa 10 No. 18 A, at the beginning Mama Roz only has 10 staffs which consist of call center staff, one logistic staff, one accountant, and two production staff. Now the employee number has increase, in line with the development of the company.

Branding dan Positioning

Hendrik likes brand-related stuffs. He believes that high quality products need a strong brand to compete in the market. For him, studying and practicing branding methods in his products is fun. He chooses the name "Mama Roz" as his brand because it has an exotic aura to it. Italian aura, to be precise. Italy is well known for the high quality of its cuisines and food. It has been for some time that Hendrik learned that Indonesian consumers are still heavily oriented to anything foreign. "... Our product is definitely packaged as if it's imported, because Indonesian people tend to believe to imported stuffs than its own local products," Hendrik explained.

For its label design, Mama Roz used gold as its premium color. The print cost is higher, but Hendrik believe that the label is the first communication from products to its future consumers. A premium design will go in line with the products chosen position that is high quality product.

Mama Roz aims for an upper middle class segment, especially executives and professionals who are aware of the importance of health. With the intention of regional coverage, especially Jakarta, Hendrik Setiawan recognize market opportunities for upper middle class with modern living, who need instant fresh fruit juice drink to maintain their health. The market targets of Mama Roz are people who are not sensitive against price. The motivation for a healthy lifestyle will become the main drive to buy the product in this category.

With the tagline "Freshly Made and Delivered Every Day", Mama Roz shows that its selling point is the daily delivery service of freshly made juice drinks.

Value Innovation – Blue Ocean Strategy

Consumers, who want to drink healthy fruit juice, usually process it themselves in their homes using household juicer. Also, in the malls today, there are a lot of cafes or drink stalls that offers fruit juice directly process in front of the consumers, to convince them of the purity of the juice.

But on the other hand, for practical reason, consumers also bought boxed fruit juice, for home consumption or during their travels. There has been much variety of products for these fruit juices and they can be bought in supermarkets. There are local products and imported products. Because uncertainty of its level of health and natural elements contained inside, the products have not become daily consumption in the household. Its presence in refrigerators inside houses, are mainly as alternatives for beverages, not as the daily supplement of nutrition and fibers from fresh fruits.

As always carried out by companies just entering the market with the blue ocean strategy in its product development, Hendrik is doing a value reconstruction. He's not only fixed on mapping the benefits of the products already in the market, and then tries to add extra benefits to it – a simple benchmarking process. What he does is to study the behavior of the consumers and then translated it into a value reconstruction by crossing the borders of industry by value innovation.

Mama Roz does not only provides quality juice drink, but also offers support service such as subscription system, online service, call center, website, etc. With Mama Roz, Hendrix offers solution for the consumer, crossing over the established borders of fruit juice industry. His dream is that the consumers can feel the ease and comfort in consuming quality fresh fruit juice drinks, which is also good for health....

Mama Roz tries to venture outside the throng of boxed fruit juice drinks (red ocean) which are already in the market, and their three frames of thinking: (1) relatively cheap price; (2) longer expire date, and (3) containing concentrates, also other additives such as preservative, and/or sugar.

On the contrary, Mama Roz offers the value for money, a short expiry date (3 to 5 days), and daily home delivery service. Mama Roz does not use preservative, no concentrate or other chemical ingredients harmful to human body. The variety of fruits range from highly nutritious fruits such as oranges, carrots, kiwifruit, etc. Due to limited supply of high quality local fruits, Hendrik prefers to use imported fruits (including carrots). This is part of his commitment to give quality products.

In the future, one of his dreams is to cooperate with local fruit supplier, to encourage local farmers to increase the quality of their products, while ensuring the continuity of their supply to the industry such as Mama Roz.

Compared to other boxed fruit juice drink, Mama Roz has the advantage of fresher juice (processed not long before they're put into packages) and healthier because it has no extra additives. Compared to the fruit juices in the malls, Mama Roz is a lot more practical, because one does not have to always come to a certain location to get a glass of quality fruit juice. The products can be bought at supermarkets (along with other households items), and can be carried around. To have fruit juice daily, a consumer does not have to make it because there is a delivery service to houses in Jakarta area.

Compared to other boxed fruit juice drinks, Mama Roz has its advantages and shortcoming. The service they offer through the tagline "Freshly Made and Delivered Everyday" signaled that the juice is fresher and arrive at the hand of its customers not long after it was processed. This means, no preservative and signified a healthier and more natural juice.

The shortcoming is, of course, that the product is very vulnerable to its short expiry time. Even though on its production process, Henry said that they use pasteurization process, it's not enough to make the product to last longer. The implication, according to Hendrik, the product has to arrive at the hand of the customers, and consumed, shortly after it got out of the production line.

Not everyone wants to subscribe to fruit juice. It takes time to convince the target consumer that the price for this type of beverage is in accordance with its given value. Therefore, delivery service is not the only type of distribution worked on by Mama Roz.

Although they offer subscription system and by-phone-delivery service, in order to expand its market, Mama Roz in some places, is also sold at premium retailers, such as the Food Mart, Ranch Market, Sogo, Kem Chicks, Total, selected Hero, White Bowl, Grand Lucky Superstore, Total Fruit Fresh, Al Fresh, Farmers Market, selected Hyper mart, and others.

But with its subscription system, consumers will be offered price cheaper than in retail outlets. With subscription system, consumers will not run out of types (flavor choice) they want, they can even have it fresher because it is directly sent from the place of production. Mama Roz does not keep any stock, because all the juice drinks are made by order to be delivered directly to consumers or to retail outlets.

Redefinition of Products and the Marketing of Fresh Fruit Juice *ala* Mama Roz

Mama Roz does not use any concentrate. For one bottle of a 600ml orange, Mama Roz can use up to 2 kg of oranges to achieve the expected quality. For some products, it still used fully imported fruit, like mandarin oranges, carrots, kiwi, etc. Strawberry has already used local products. The price is more expensive than regular bottled juice, but more expensive than the freshly squeezed fruit juice produced directly in front of the customer.

The package is a handy plastic bottle. Unfortunately, the bottle is not transparent, so that one cannot see the package contents directly. According to Hendrik, because they use pure fruits with no concentrates, then when it is presented in a transparent bottle, it becomes less attractive. The water and the juice extract will separate, and it reduces the appetite of potential customers. Non-transparent bottles block this view. However, there should be a written message of 'Shake well before use' to tell the consumers on how to drink the juice.

As for the quality of the product, because it is supported with quality ingredients, its taste is, in general, above average of other juice in the industry.

Mama Roz has a subscription system unlike any other juice drinks producers. This is the extra service of house-delivery. In addition there are currently no juice drinks producers that provide free delivery service, while Mama Roz has already run this as part of its marketing strategy.

Because of limited funds, Mama Roz does not rely on advertising and promotion on a large scale. With the help of SPG and word of mouth communication, this product is expected to keep on developing. Communication is done by Mama Roz selectively, only through health magazines, such as FIT, FITNESS, AD INFO, and brochures. Communication strategy that is being done by Mama Roz is a guerrilla-type of communication. While the marketing strategy is through word of mouth, member gets member and the use of sales promotion girls in every outlet.

Mama Roz hires pro-active SPGs, where they are not doing sales or giving service of providing opportunities to test the products or giving explanation, but also they maintain relationship with the consumer by giving them personal service touch, for example by

providing information to consumers through SMS if the product has arrived or if there is a new product. This is surely difficult to get from the SPG of other fruit juice.

Service is delivered in excellence. The invoices to customers are computerized; the package seals are carefully checked before they are sent (to prevent the bottle leaking). Delivery is always on time, as prove of Mama Roz loyalty and commitment to its customers. Even at the time of floods, the deliverymen used rubber boats just to deliver the products on time.

"... Mama Roz products are made the night before it is delivered, so if it's going to be delivered in the morning, it should be made the night before. It's always fresh and made as ordered" (Udin, staff logistics section Mama Roz)"... First House delivery starts 05.30 from the office. The delivery will arrive on time. The second delivery starts 09.00. We must be on time for house delivery, or else the consumer will already left for work "(Bambang, employees of Mama Roz delivery). "... when Jakarta was flooded, we still did delivery to customers at Gading, using raft boat" (Mr. Hendrik Setiawan, owner of Mama Roz)

The Development of Mama Roz

In 4 years, Mama Roz has expanded well. And the intended target market accepted its existence.

The number of Mama Roz consumer by region, from 2004 to 2008 in general, is declining, although there are some regions, which experience increases, although not too significant. For the South Jakarta region, the Mama Roz consumers have increased from 52.6% in the year 2007 to 63.8% in the year 2008. South Jakarta is an area that has the most consumers. Central Jakarta region is decreasing from 21.8% in 2007 to 17.5% in the year 2008. The number of West Jakarta consumers is also decreasing from 11.8% in 2007 to 9.3% in the year 2008. In East Jakarta, there is an increase of 1.3% in 2007 to 1.6% in the year 2008. East Jakarta is the area that has the least number of consumers. While in North Jakarta region, the consumers have decreased from 12.5% in 2007 to 7.8% in the year 2008. This indicates that the marketing of Mama Roz product is uneven and less than optimal. (See Exhibit 4).

Distribution

- Delivery Order. There is a significant increase in demand for delivery order to the "Office" area, while the numbers of consumers who want products delivered to the "Residential" areas still remain the same, with a little decline.

- Supermarket. Mama Roz is developing more serious way of selling products through retail stores. This is evident in the more varied distributions to supermarkets in 2008, which indicates that Mama Roz is expanding its cooperation with retails. See E.

Mama Roz has a strong bargaining power in its relationship with retail stores, with no free listing fee on its juice display and no rental fee for Mama Roz counters. Mama Roz decided to sell off its outlets to its stakeholders. So the placement arrangements of Mama Roz juice drinks on these outlets are not the responsibility of Mama Roz again. In this context Mama Roz is exempted from listing fees to put their products on display, unlike most other juice drinks. This makes Mama Roz able to cut the cost for placement position fee on its distribution channels. In addition to that, by working with one mall on the basis of profit-sharing system, also makes Mama Roz receives exemption for outlet rental fees.

The experience with the listing fee pressure is explained by Hendrik "... Hypmermart once asked for the listing fee from Mama Roz, but during negotiations I told them that if we were charged with Hypermart listing fee, then Mama Roz would move out from Hypermart. Hypermart finally agreed with our demands".

Ethnography Study: Feedback from Customers²

Ethnography is a contemporary research method, heavy in observations and in-depth interview. The idea is to look closely to what's going on to daily prospects in daily interactions. Ethnography is looking for insights deep into its roots. It finds out why do people do what they do, not only derived from the words of respondents, but also enriched with observations, either in the form of activities and photos, but also through images and symbols associated with the respondents and the products they use³.

From the ethnography studies conducted in the mid year of 2008, it can be seen that although Mama Roz has existed in cyberspace, but its presence there is very passive and not very interactive. This can be seen through its Web homepage with pictures like the one in the brochure. Mama Roz is still little known by consumers of juice drinks, seen from the very few comments and discussions about Mama Roz, especially from the consumers. In addition, the Internet is not optimally utilized, seen from the lack of information or news about Mama Roz.

The field report of the ethnography study gives no small input to Mama Roz. Feedback from stakeholders would be very useful for the improvement of the products and future marketing strategy.

- Delivered Everyday vs Reality?

It does not live up to its tag line "... Delivered Everyday", because in reality Roz Mama products are distributed only three times a week, Tuesday-Thursday-Saturday, either to consumers or to retail stores subscribers. The information and communication is still fuzzy, for example the images and text in its ad does not show that Mama Roz is a juice drink product with its own advantages. In its advertisements, Mama Roz looked more like a fruit taste nutritional product (not juice) that can be healthy and can help your diet program. The advertisements lacks creativity and looks monotonous, seen from the drawings, writings, and communications, they all looked the same, both in the web homepage, brochure, and billboards.

- Wrong bottle?

Some respondents stated that they sometimes take the wrong variant of Mama Roz products that they want to, because the color of the packages looks the same, although they are actually

different. "... Sometimes I got mixed up if I buy them at the mall" (Prima, Mama Roz consumer)

"I drank the wrong bottle, I thought I had the strawberry one, but it turned out to be the orange

carrot one, that was supposed to be my friend's." (Tita, Mama Roz consumer)

- The bottle does not look like a 'drink' bottle.

Some respondents said that the bottle of Mama Roz does not look like a bottle of juice.

"... the bottle looks like the bottle of Molto (cleaning agent)" (Tita, Mama Roz consumer),
"the

bottle looks like an Oil bottle" (Heru, Mama Roz consumer)

- Cap edge too sharp.

One responded said that she was several times wounded because of the difficulties in opening

the bottle cap. "... I was wounded three times while trying to open the bottle cap, its edges were sharp" (Nia, Mama Roz consumer)

- Too complex just to enjoy fresh juice

² Virniati, R. and Kurnaningsih, N. 2008. Mama Roz, Konsep Baru Produk/layanan Jus Buah: Blue Ocean atau Red Ocean Strategy? Group Field Project. Binus Business School

³ Maulana, A. Consumer Insights via Ethnography. SWA, 2006.

Some respondents stated that Mama Roz packaging is a bit confusing, especially its bottle caps.

"That aluminum cap is harder to open, one has to use cutter to open it" (Orchidee, Mama Roz

consumer)"... "the white cap are often sticky, a bit confusing because there are three layer of seals" (Ari, Mama Roz consumer) "... the juice spilt out because the bottle white cap was hard

to open" (Ari, Mama Roz consumer), "difficult to open "(Kristin, Mama Roz consumer)

- Not environmental friendly

Some respondents said that Mama Roz packaging is not environmentally friendly because it is made out of hard plastic. "... Using plastic it will not be ease to recycle it" (Ari, Mama Roz consumer) "... By avoiding plastic, we can save the earth. I prefer paper for packaging..." (Dr.

Phill, Mama Roz buyer at a retail outlet) "...Plastic bottle is a pity; it will be piled up at the back,

not sure with to do with it..." (Roostio, Mama Roz consumer).

- Not eye catching enough.

Some respondents stated that Mama Roz Packaging are not eye catching enough, and are less

attractive compared to other juice drink products "We sometimes couldn't see it, because it's not eye catching enough" (Ira, consumer), "It's not eye catching, we have to come near to it first

before we see it..." (Prima, consumer)

- Label: not readable

One respondent comments that the writing on Mama Roz packaging couldn't be seen clearly.

".... The writing is not clear, it is more like tomato juice" (Prima, Mama Roz consumer) "... the

logo is not clear" "(Dr. Phill, Mama Roz buyers at retail outlets)

- Too expensive

Some respondents stated that if they consume Mama Roz daily, it would cause them to run out of money, because Mama Roz is quite expensive. "... I would love to buy it every day, but it will cause me to run out of money quickly" (Prima, Mama Roz consumer)

- No clarity on price discrimination

Some respondents said that there is no price difference between those who subscribes with those who buy the products at retail outlets."...There is no difference between subscription fees

and the price of juice at the Ranch Market "(Ari, Mama Roz consumer)

- Value for money.

Several respondents stated that Mama Roz give value for money."... the price is equal to its value "(Prima, Mama Roz consumer). "... With that price, the quality is really good, and we don't have to make it ourselves. We don't have to buy the fruit ourselves, and then juiced it, the price has already cover for that " (Roostio, Mama Roz consumer)."... really affordable price " (Ira, Mama Roz consumer)

- Hard to find.

Some respondents stated that Mama Roz product is hard to get, because it only appears in certain places. "... Can we get Mama Roz somewhere near the office? Because it will be more difficult to get it once we are home." (Ari, Mama Roz consumer)"... Mama Roz is nice, but if I suddenly crave it, it will be very difficult to find. Whereas Berry is easier to search everywhere. My advice is to put the product in all hero supermarket, so if we want it we should only find the nearest Hero in our neighborhood, so I would not be disappointed" (Prima, Mama Roz consumer)

- Sometimes forgot the stocks available at home

Some respondents said that they prefer to buy Mama Roz through retail outlets rather than by subscription system, for fear of forgetting to drink it."... Better buy directly than subscribing, because I'm afraid I forget to drink them"(Ferdinand, Mama Roz drinker). "... If I am not at the office and someone delivered Mama Roz to the office, I often forget about it" (Orchidee, Mama Roz consumer)"... I often forgot if I have a Mama Roz in the fridge "(Prima, Mama Roz consumer)

- Complicated.

One respondent stated that he was reluctant to subscribe again because Mama Roz subscription system is complicated and inflexible. "... I am reluctant to subscribe again, it's complicated because there are so many requirements, better to buy it yourself once in a while. We stopped ordering Mama Roz at the office because it was such a hassle to order in bulk and the procedure is quite complicated "(Lydia, Mama Roz drinker)

- Bored.

One respondent said that he's so easily bored with the subscription system implemented by Mama Roz"... need to order the same combination in 2 weeks and minimum order is 4 weeks. It can get really boring to drink the same juice in 2 weeks "(Efriel Lydia, Mama Roz drinker)

- On time delivery.

Some respondents said that Mama Roz is always delivered punctually. "... Mama Roz always comes on time, early in the morning it would've arrived. It's become pleasantly regular and so we also become regular drinker"(Roostio, home consumer)"... it's never late, always in the morning and on time "(Tita, Mama Roz consumer)"... the delivery is always regular and never late" (Orchidee, Mama Roz consumer)

- Good customer service.

Some consumers said that Mama Roz provides a good service we ."... If our subscription is about to expire we will receive sms, after we pay we'll receive sms, the invoice is also clear and easy to read "(Orchidee, Mama Roz consumer) "... the follow up of complaints are quick" (Tita, Mama Roz consumer)

- Practical, at your door-step

Some respondents said that Mama Roz has some differences with other juice in general, because Mama Roz is not only selling product but also the intangible form of product that is service. "... practical, can be delivered" (Prima, consumers)."... I chose Mama Roz over Rumba because it can be delivered to our home, we do not need go to the mall to drink juice "(Ira, Mama Roz consumer)"... Mama Roz is good; it is always hanging at our fence every morning, so we just have to take it. It can be drunk after breakfast "(Roostio, housewife)

- Artificial ingredients?

One of the respondents stated that he was disappointed that Mama Roz uses artificial ingredients"... However, when we read the bottle carefully, there are some artificial

ingredients being used instead of 100% fresh juice, that's why I kinda lose my trust in the freshness of Mama Roz juice "(Lydia, Mama Roz drinkers)"... Actually New Zealand taste better, much thicker, but Mama Roz can be delivered to our home"(Ira, Mama Roz consumer)

- Good for body metabolism

Some respondents stated that one of the reasons for choosing Mama Roz is health concern, because Mama Roz brings a good effect on the body metabolism."... After I drank it, my body is refreshed, and I have better digestion"(Prima, Mama Roz consumer)"... I drink Mama Roz for health, to obtain the natural vitamins "(Ira, Mama Roz consumer)"... I subscribe because my child was told by doctor to routinely drink vitamins " (Vera, Mama Roz consumer)

- Fresh, good, no preservative.

Most respondents said Mama Roz is fresh, made from fresh fruits without preservatives"... it tastes good and, addictive "(Nia, Mama Roz consumer)"... fresh, with no preservatives" (Roostio, Mama Roz consumer)."... very good, not too sweet"(Dr. Phill, Mama Roz buyers at retail outlets). "... I swear this juice is very good, even its seeds can still be seen" (Prima, Mama Roz consumer). ... I choose Mama Roz because it's healthy fresh juice and can give my fruit intake at the office "(Lydia, Mama Roz drinker)

Respondents said that they like the thick flavored Mama Roz juice. "... I like strawberry because it made me full "(Prima, Mama Roz consumer)."... I want the thick one" (Ira, Mama Roz consumer)

Feedback from Retailer

Versus Competitors

Berri Squeeze is the genuine one. Several respondents stated that Berri Squeeze is more genuine than other juice drinks, including Mama Roz. (Andi). "... If you want a fresh juice, have a Berri Squeeze, directly made from orange squeeze" (Joko, retail employees). "... Berri is made from freshly squeezed fruits, because they are only made by order. "

Mama Roz is the best selling fresh juice. One respondent say that Mama Roz can be categorized as the best-selling fresh juice at the Foodhall."... The freshest juice here is Mama Roz, compared to other juice drink. Just look at its expired date, it should be not long. But they are always sold out anyway" (Bambang, retail employees)

Customer Segmentation and Targeting

Based from the Ethnography study, the general idea of juice drinkers segments based on behaviors, as follows:

The 'Just' drinkers

A group of people who consume juice to relieve his thirst or just to pass on the time (not a routine juice drinker) or because there was no other choice than juice drinks.

The Health Freaks.

Those people who are very concerned about health and always keep hygiene in daily life. They are always exercising and eating healthy food, natural, no chemicals, sugar, and others.

The Slim Wannabe.

The people who maintain body weight or diet program. They always reduce their food portion and replace it with fruits or vegetables consumed in any form (eaten directly or from juice drinks). It is learned that Mama Roz targeted the market segment of "Slim wannabe", demographically most of them are active productive women, aged between 20-40 years old.

The Fruity Mania.

This is a group of people who loved fruit. They always eat fruits and sometimes directly created juice drinks.

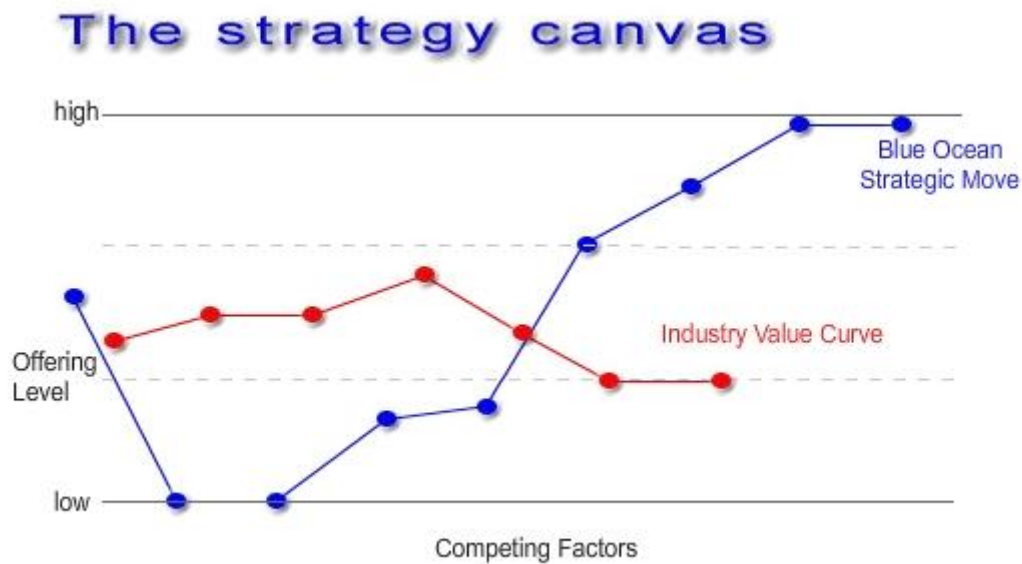
The Instant-Simplicity

Those who have a modern lifestyle, high mobility, busy, independent, and trying to maintain its body balance by consuming fibrous foods like fruits, eaten either directly or processed into juice drinks (which can be consumed quickly and easily), but often do not have much time to buy or even set it up. They loved things that are practical, easy, quick or instant, and not too much trouble. Demographically, they are aged between 20-40 years old, productive people with high income, wealthy, young executives, has an important position at their offices, residing in urban areas or suburban, and highly educated.

Closing: Canvas Strategy, Blue Ocean Strategy

Hendrik Setiawan ponders about this. Many things remain to be done to improve Mama Roz in the market. Ethnography studies he has just received have given recommendations and action points need to be dealt with. Currently, just before the presentation starts, he tries to describe the pluses of Mama Roz and then mapped it into a visual called Canvas Strategy, from the Blue Ocean Strategy concept. With this mapping, he felt, his potential client will be better able to see what value of innovation that has been done so far. And got clear answer to a question: *"Does Mama Roz truly redefine the value offering and create a blue ocean in the instant fruit juice market?"*

Exhibit 1. Blue Ocean Strategy (Kim and Mauborgne, 2005)



© 12manage.com

Red Ocean Strategy	Blue Ocean Strategy
<p>Compete in existing market space.</p> <p>Beat the competition.</p> <p>Exploit existing demand.</p> <p>Make the value/cost trade-off.</p> <p>Align the whole system of a company's activities with its strategic choice of differentiation or low cost.</p>	<p>Create uncontested market space.</p> <p>Make the competition irrelevant.</p> <p>Create and capture new demand.</p> <p>Break the value/cost trade-off.</p> <p>Align the whole system of a company's activities in pursuit of differentiation and low cost.</p>

Exhibit 2. From Mama Roz (<http://www.mamaroz.com>)



7 REASONS EVERYONE LOVES MAMA ROZ



www.mamaroz.com

- ABSOLUTELY NO PRESERVATIVE
- FRESHLY MADE & DELIVERED EVERY DAY
- FAT-FREE, NUTRITIOUS B'FAST/LUNCH SUBSTITUTE
- RICH IN NATURAL FIBER, VITAMIN & ANTIOXIDANT
- FROM FRESH FRUITS (NOT CONCENTRATE)
- EXTENSIVE MENU (20 PRODUCTS)
- FREE HOME DELIVERY

No 1 SELLING JUICE IN SOGO/FOOD HALL,
RANCH MARKET, KEM CHICKS & TOTAL

CALL 723-1010

FRESHLY MADE & DELIVERED EVERY DAY

Buat apalagi repot2 setiap hari kalau bisa berlangganan Mama Roz? Diekstrak seluruhnya dari sekitar 2 kg jeruk import tanpa pengawet & bukan konsentrat. Dibuat fresh dan diantar setiap hari dengan 20 jenis juice dan susu kedelai yang diperkaya dengan calcium, fiber dan royal jelly. Dingin, nikmat dan menyehatkan, setiap pagi! Pilih favorit Anda dan tentukan hari antarnya untuk 3-6 hari dalam seminggu (residential, pk 6.00-8.00 & office, pk 9.00-11.30). Semuanya jadi begitu mudah! Call 723-1010 now!

Your Guide to Health

Price per 600-ml bottle. Free delivery

New Soya Green Tea Rp. 15,000	New Soya Cappuccino Rp. 14,000	New Soya Apple Rp. 13,000
New Kiwi Rp. 22,000	New Strawberry Rp. 20,000	New Soya Vanilla Rp. 12,000
New Orange Rp. 24,000	New Fruit Punch Rp. 21,000	New Guava Rp. 16,000
New Orange Strawberry Rp. 22,000	New Orange Carrot Rp. 20,000	New Orange Mango Rp. 19,000
New Orange Strawberry Banana Rp. 21,000	New Orange Carrot Papaya Rp. 20,000	New Orange Pineapple Rp. 19,000
New Apple Rp. 20,000	New Apple Carrot Rp. 20,000	New Pineapple Mango Rp. 17,000
New Lemonade Rp. 18,000	New Gift Parcel Rp. 110,000	New Sampler Mini Bottles Lucky 8: Rp 110,000 Order 5 days in advance (Include card & acrylic box) Baby Born, Congrats, Birthday, Lebaran, X'mas & New Year, etc

Combo Surprise Body n' Soul™ Rp 57,000 *
Chic n' Slim™ Rp 51,000 *
Soy Zone™ Rp 48,000 *
✓ Best Selling • Avg price / week (3 bottles) • Minimum subscription 4 weeks

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www.mamaroz.com

FRESHLY MADE & DELIVERED EVERY DAY

Your Menu Guide to Health

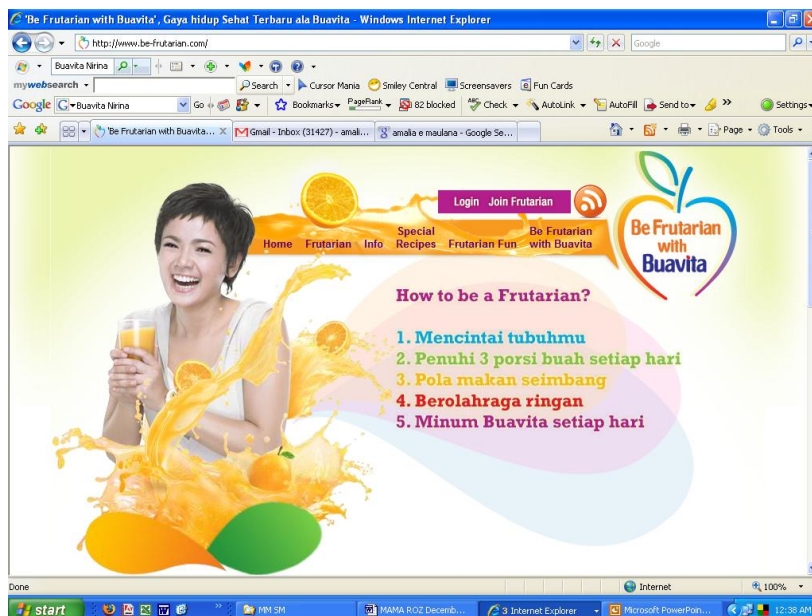
Price per 600-ml bottle. Free delivery

New Soya Green Tea Rp. 15,000	New Soya Cappuccino Rp. 14,000	New Soya Apple Rp. 13,000
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Exhibit 3. Buavita Campaign PT Unilever Indonesia (Kim and Mauborgne, 2005)



www.be-fruitopian.com

Exhibit 4. Customer of Mama Roz, by Location

No.	Region	2004	2005	2006	2007	2008
1	Jakarta Selatan	84.6%	55.5%	46.4%	52.6%	63.8%
2	Jakarta Pusat	13.8%	17.7%	20.4%	21.8%	17.5%
3	Jakarta Barat	0.0%	4.4%	13.2%	11.8%	9.3%
4	Jakarta Timur	0.0%	1.6%	1.8%	1.3%	1.6%
5	Jakarta Utara	1.6%	20.8%	18.2%	12.5%	7.8%

Exhibit 5. Variant of Mama Roz

No.	Product Variation	2004	2005	2006	2007	2008
1	Apple	3.3%	4.3%	3.3%	3.1%	3.0%
2	Apple - Carrot	3.8%	6.9%	5.2%	3.9%	4.5%
3	Apple - Carrot - Banana	1.0%	1.0%	0.0%	0.0%	0.0%
4	Apple - Mango	5.0%	1.0%	0.0%	0.0%	0.0%
5	Apple - Melon	2.3%	1.3%	0.0%	0.0%	0.0%
6	Apple - Pineapple	4.0%	2.6%	0.0%	0.0%	0.0%
7	Apple - Pineapple - Banana	1.3%	0.6%	0.0%	0.0%	0.0%
8	Fruit - Punch	0.0%	0.9%	4.5%	4.5%	5.3%
9	Grapefruit	0.0%	0.6%	3.2%	2.0%	0.3%
10	Guava	21.7%	16.6%	11.9%	11.1%	10.7%
11	Kiwi	0.0%	1.0%	9.9%	10.7%	11.5%
12	Lemonade	0.0%	0.3%	2.6%	3.2%	3.8%
13	Melon	1.7%	1.9%	0.0%	0.0%	0.0%
14	Orange	5.8%	7.6%	5.9%	3.8%	4.2%
15	Orange - Carrot	9.0%	11.8%	6.9%	7.2%	8.3%
16	Orange - Carrot - Papaya	3.0%	4.2%	4.7%	4.2%	4.5%
17	Orange - Mango	6.3%	3.5%	3.7%	5.8%	3.0%
18	Orange - Pineapple	4.3%	4.5%	3.0%	1.8%	2.6%
19	Orange - Pineapple - Papaya	2.2%	1.7%	0.0%	0.0%	0.0%
20	Orange - Strawberry	0.0%	0.6%	6.0%	6.4%	7.3%
21	Orange - Strawberry - Banana	0.0%	0.5%	3.7%	3.3%	3.6%
22	Pineapple - Mango	3.0%	1.6%	1.9%	2.6%	1.6%
23	Soya Apple	4.0%	6.2%	2.5%	2.2%	2.4%
24	Soya Banana	4.0%	3.0%	0.0%	0.0%	0.0%
25	Soya Cappuccino	0.0%	0.8%	3.3%	3.8%	3.8%
26	Soya Green Tea	0.0%	0.9%	3.4%	4.5%	5.4%
27	Soya Melon	8.5%	4.3%	0.0%	0.0%	0.0%
28	Soya Vanilla	5.5%	7.5%	3.7%	4.3%	4.0%
29	Strawberry	0.0%	2.1%	10.8%	11.6%	10.2%

Exhibit 6. Top 5 Favorite Products

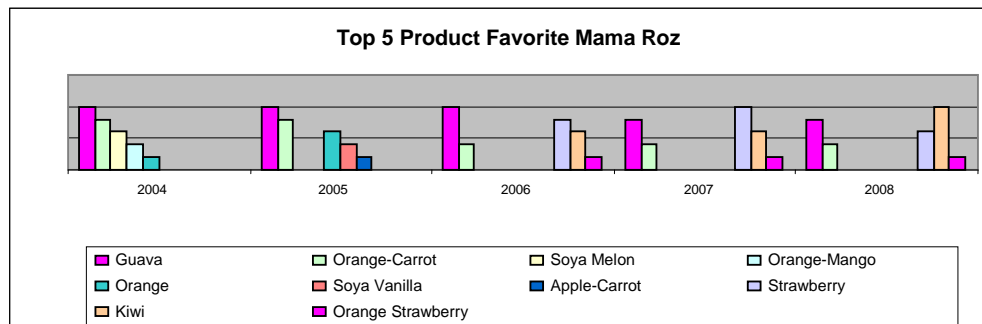


Exhibit 7. Combo Surprise Sales

No.	Combo Surprise	2004	2005	2006	2007	2008
1	Combo Body n' Soul	26.2%	34.7%	45.1%	48.8%	47.2%
2	Combo Chic n' Slim	57.7%	42.2%	45.2%	42.7%	44.9%
3	Combo Crazy Twist	12.5%	8.5%	0.0%	0.0%	0.0%
4	Combo Flash Meal	3.6%	4.9%	0.0%	0.0%	0.0%
5	Combo Soy Zone	0.0%	9.6%	9.7%	8.6%	7.9%